

# Leadership Link

July 2003

Website: [www.ci.lincoln.ne.us/city/person/NMA\\_L/index.htm](http://www.ci.lincoln.ne.us/city/person/NMA_L/index.htm)

## Managers, Know Thyself First!

The best managers use their unique talents to get the most out of their employees. Who was your best boss ever?



Maybe it was that manager who cared about your development. Or maybe it was someone who inspired you with her vision. Perhaps it was that hardworking,

tenacious drill sergeant type who pushed you to your limits.

Whatever you remember, you're likely to describe that manager in terms of his or her talents -- those recurring patterns of thought, feeling, and behavior that can be productively applied. Managers who use their greatest talents leave an indelible impression on their organizations and the people who have the privilege of working for them.

So, what talents would the perfect manager have? Would she have uncanny ability to see the unique qualities of each person? Would she possess the instinctive capacity to win others over? Or would she be a take-charge person whose command talents naturally cause people to defer to her the moment she enters a room?

The fact is, there is no perfect manager and no ideal set of "management talents." The best managers succeed because they have an acute awareness of their own talents and they understand how to use those talents to motivate and develop. Effective managers maximize others' performance by helping them identify their greatest talents and turn them into strengths. The road to becoming an effective manager starts with an awareness of one's own talents.

Take Wilma, a top manager in a hospital. During one holiday season, she became aware of how she draws on her individualization talents to overcome staffing challenges.

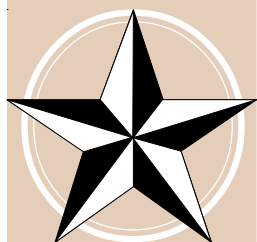
Staffing in the hospital over the holidays usually ends up with her having to insist that certain individuals work this or that shift in order to get the job done. One busy season, however, as she fretted over the staff roster, she had the unusual thought that it would be much simpler if she would just let the employees determine who should work over the holidays.

Wilma could clearly envision which tasks needed to be done on each shift and which individual was best equipped to perform them. Her challenge was to match the tasks with those best suited to complete them. Instead of writing a roster, she made a list of the tasks that needed to be accomplished on each shift. Lo and behold, by the end of the day, the shifts were fully staffed by individuals who enjoyed doing the assigned tasks and did them very well. Her direction changed to allow her staff the freedom to decide among themselves what worked best.

Although many managers are aware of their talents, what sets highly effective managers apart is that they

***KNOW THYSELF - continued on page 3***

***What's everyone looking at?***



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### AUGUST LINK PROGRAM

**Tuesday, August 5, 2003**

**7:30 a.m.**

**Old Country Buffet**

**Breakfast Buffet**

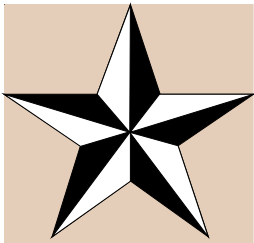
**\$7.50 per person**

**Wayne Teton, Public Works & Utilities. Project Manager**

**"An Inside Look at Antelope Valley"**

For our August "Internal Focus" meeting, we have invited Antelope Valley Project Manager Wayne Teton to give us an inside look at the Antelope Valley project. Learn more about this important project which is sponsored by the City of Lincoln, University of Nebraska and the Lower Platte South Natural Resources District. Antelope Valley will address a number of issues in the area, including flood control, traffic congestion, safety of rail crossings, substandard trends, etc. Join your fellow Leadership Link members at this informative meeting.

**RSVP DEADLINE - AUGUST 1, 2003**



*Scientific studies have determined that ADD and ADHD is hereditary in children and adults.*

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**Leadership Link**

# Undiagnosed Behaviors Escalates Office Turmoil

You're miserable at your job. While your superiors applaud you for creativity, they also reprimand you for not following directions, for being late or handing in mistake-filled projects.

Are you just another careless employee? Is the boss always picking on you? But how can you get work done with everything going on? People drop by to give you more work or to chat.

And when you do chat, you find yourself going off into uncontrollable story tangents because one point reminded you of a different story, which reminded of something that happened last night, which reminded

you of your first prom, which reminded you of pulling weeds when you were eight years old, which reminded you of ... Or, even worse, you are included in a serious conversation about how the solar eclipse works and you interrupt with asking if that applies to the new Solar cell phone company down the street. Sometimes, it just doesn't connect.

You're tired of hearing how you always blurt out inappropriate comments at inappropriate times. And if you're called on the carpet once more for being late, it will be time to change jobs -- again -- before you're fired -- again.

If this sounds familiar, your workplace-related difficulties may not be because of laziness, a bad attitude or lack of motivation. You could have adult attention deficit disorder (ADD) or attention deficit hyperactivity disorder (ADHD).

"Sometimes people with ADD do OK, but there's always, at the back of their minds, the feeling they could do better but don't know how," says Melissa Petty, L.M.S.W.-A.C.P., a social worker in Dallas who treats people with ADD/ADHD.

Once considered a childhood disorder that one outgrew, many adults today learn they have ADD/ADHD when their kids are diagnosed, leading researchers to believe the disorder is genetic.

"It's a neurological condition, a chemical imbalance,

*Continued on page 4 - Adult ADD*

## **Membership Profile on File**

*a.k.a. The X-Files L-Style*

**Leadership Link Officer Under Oath:** Diane Mullins, Public Relations Chair

**If you could take a famous person to dinner, who would it be?** Wow, this is a 'tuff one! There are so many wonderfully talented people of my era ... Charlie Brown and Snoopy, Steven Spielberg, Bert and Ernie, Bill Gates, Ariel-the Little Mermaid, Harrison Ford (when he was 35), Stephen King, Brittany Spears, Sarah Weddington, Cher, Prime Minister Blair, Goldie Hahn, Sallie Fields, my mom and dad ... maybe I'll host a dinner party and invite everyone!

**How do you spend your free time?** Aside from washing the dog, raising four kids, feeding my son's pet rats, watching my granddaughter, gardening, watching CNN and FoxNews and holding down a second job, I am a "Simmer" freak. I love to play The Sims Online (an Internet game).

**What is your favorite restaurant?** I'm a real food hopper, depending on my mood of the day, I can swing from Valentino's to the Golden Corral to Mr. Panda's to Amigo's to Runza to Windchimes to Macaroni Grill and back again.

**Why did you join Leadership Link?** Someone asked me.

**If you could build your dream house anywhere in the world, where and why?** If I could, I'd turn the clock back 40 years to my roots and buy the three-story, 1850's farm house that I grew up in near the Walbash River in southern Illinois. It was originally built for an old country doctor, working his practice on the first floor while living above, stuffed full of antiques and turn-of-the-century decor.

**What is your horoscope sign and does it fit you?** Scorpio, and yes unfortunately, it does!

# Step Up To Bat!

## Leadership Link Needs You!

Looking for individuals to chair the  
2003/2004 year committees:

**Awards  
Programs  
Community Services**

Contact  
Cindy Lukan,  
441-7474

**Everyone should  
have a swing at it!**

# Working with Today's Boss

When Rosalind Hebert, CPS, started her first full-time administrative job in the 1980s, making coffee for her boss was her top priority every morning.

Now, as an administrative assistant at the Houston-Galveston Area Council Transportation Department, she seldom performs such tasks or even many traditional clerical duties. Her boss writes his own email correspondence and has empowered her with managerial activities, such as planning meetings and coordinating with staff and outside agencies.

The administrative profession has evolved in the past two decades to require more responsibility. One of the biggest reasons behind this trend has been a change in the role of the quintessential boss, fueled by technological as well as the expectation in today's marketplace for bosses to show results.

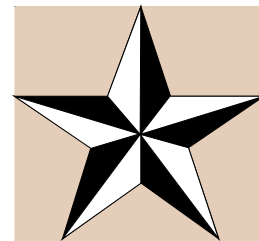
Administrative support workers today are expected to work with minimal supervision and to try to anticipate their bosses' needs. Ten years ago, admins had plenty of time to get acquainted with their bosses, expecting to work and follow them when promoted.

Today, however, many admins face the challenge of rapidly getting to know a succession of bosses. The average tenure for a professional is approximately three years, which means there is more turnover in bosses than ever before, and companies are expecting immediate results from managers.

A first step is determining whether your boss responds best to key information when it is presented verbally or in writing. One way to find out is to simply ask your boss what she or he prefers. You should also observe your boss's behavior carefully, since some bosses think they learn audibly when they really learn visually, or vice versa. Check your boss's facial expressions for impatience when you're

explaining details, for instance. Support your boss in this hectic work world by ensuring administrative responsibilities don't interfere with his overall productivity.

If you don't do that clerical work, you may not have a boss very long. If an executive is not effective enough because he spends too much time on the computer, you'll lose your job because your boss did. ■



## STICKY SITUATIONS

"My boss is quietly looking for a new job. While his surreptitious search doesn't bother me too much, he expects me to help him out by typing his resume, writing cover letters and fielding phone calls from prospective employers. That bothers me. I've also had to lie to my colleagues and other managers about what I'm doing with my time and where my boss is when he's out on interviews. I really don't know what to do. Should I go to HR? Should I just lay down the law with my boss? Help!"

**WHAT THE EXPERT SAY:** When in doubt, go with your gut. Work means helping your boss produce for the company. Is that what this is? "One signal your boss may have dragged you into something he shouldn't have is if you feel you must look over your shoulder at work because you're doing something a bit risky or detrimental to the company," says Joan Lloyd, a management consultant in Milwaukee and author of *The Career Decisions Planner*.

**KNOW THYSELF - continued from page 1**  
are intentional about using their talents.

Anthony is aware of his command talents. When he walks into a room, he notices that people instinctively defer to him, which is okay with him. What he's less comfortable with is that people expect him to lead, to take over and be responsible. There's a whole other part of his personality that just likes to have fun: to play games, to laugh, and even to be silly at times. But he doesn't get opportunities to do this often because Anthony is a general in the U.S. armed forces. Anthony possesses a positive attitude. He enjoys making people laugh. He likes to make work fun, and he tends to look at the bright side of things. These talents motivate those around him to perform.

Leaders and managers, who intentionally use their talents, discover that their employees respond better by using their own talents more consistently. Helping others discover their talents as most people are unaware of their talents. So the best managers start by creating opportunities for that awareness to occur. They watch for recurring patterns of thought, feelings, and behavior in their employees, and they place people in roles where those patterns may become more obvious to the person and others.

That is what the best managers do best when they know thyself, they intentionally use their talents to help others discover just how good they can be.

## Networking Pays Rewards

An informal poll sponsored by Monster.com indicated that 22,137 respondents felt most employees in their company got promoted based on the following criteria: Connections, 63%; merit, 16%; luck, 10%; and seniority, 8%. Maybe it really is "who" you know more than "what" you know.

### Board Reinstates No Show Billing Policy:

Any guest who reserves a ticket to attend a luncheon or breakfast meeting, but fails to show will be invoiced for the price of the meal. This no show policy will ensure that Leadership Link isn't overcharged for the number of meals served and consumed by members.

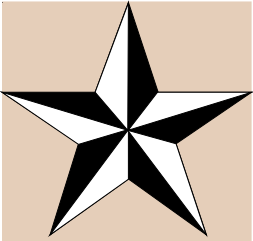
## The Lighter Side

*Remember the old cliché? "Duck tape fixes everything!"*

*My 9-year-old son proved it true. Unable to find a bandage for a small incident, he grabbed a fresh piece of first aid gauze and used it to stop the bleeding while he wrapped several feet of duck tape around his angle. The neighborhood kids thought he was trying to make a "statement" and commented on how "kewl" it (and he) looked.*

*What-do-ya-know, duck tape can fix your image, too. Go figure. ...dlane m.*





although new research brings up the possibility that ADD is involved with the brain's structure," says Ms. Petty. "It has nothing to do with bad parenting, the water or eating swordfish."

An ADD adult has chronic symptoms of inattention, impulsivity and an inability to focus, and adults with ADHD can add hyperactivity to the mix. "It's those core symptoms," says Ms. Petty, "that differentiate the ADD adult from everyone else."

The disorder is treated with stimulant drugs

(such as Ritalin) and lifestyle changes. ADD/ADHD adults learn to keep a handle on their disorganized lives through lists and reminders.

But for those adults who have undiagnosed ADD/ADHD, the workplace can be a problem for everyone involved. Ms. Petty notes these employees are extraordinarily creative -- and frequently in trouble.

They're constantly late, as if they have no regard for time; have difficulty with authority; complete assignments in a haphazard fashion (if at all), talk without thinking, lack of follow-through, and can't follow directions.

Constant criticism from superiors and co-workers (as well as boredom) leads ADD/ADHD employees to change jobs frequently and develop low self-esteem, if they're not fired first. Such career problems can cause feelings of failure and possibly depression.

An occasional tiff with the boss, an intermittent "zone-out" while someone is talking, remembering half the sentence or sometimes being late to work doesn't mean you have ADD/ADHD. But if these symptoms are frequent and you think you might have ADD or ADHD, Ms. Petty suggests visiting the Children and Adults with Attention-Deficit/Hyperactivity Disorder Web site at [www.chadd.org](http://www.chadd.org), or the National Attention Deficit Disorder Association Web site at [www.add.org](http://www.add.org).

These nonprofit organizations offer information and referral lists of ADD/ADHD practitioners who can diagnose the disorder.

Once the diagnosis is confirmed, find a position in your company -- or another job -- that promotes creativity over rigid rules. Ms. Petty says ADD/ADHD adults do very well as entrepreneurs, in which they can set their own schedules and report to no one.

"Stay away from assembly lines, discount stores and any job that requires paper-pushing," she adds. "ADD people are easily distracted during repetitive tasks." Also find superiors and co-workers who are ADD-friendly and willing to work with your strengths.

"The biggest misconception is that people with ADD aren't bright," says Ms. Petty. "If distraction is your problem, it's better to tell your boss you were distracted by noise, and could you please repeat the instructions than to say 'I have ADD.'"

*Why is the boss always picking on me?*



*Undiagnosed ADD can lead to frequent office conflicts such as misunderstandings, miscommunications and poor performance evaluations.*

#### CITY/COUNTY EMPLOYEES CALLED TO ACTIVE DUTY

Serving in the armed forces, Karla Welding of Public Works continues to serve her Country as she is stationed in Iraq. Our heartfelt thoughts and hopes for her safe return.

#### WE SALUTE YOU!



Address  
Label

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**Leadership Link**

NMA is dedicated to managerial excellence, personal and professional growth, and leadership development. The following principles identify NMA's core beliefs and provide the basis for the Association's Mission Statement.

**We believe in the highest standards of personal and organizational integrity and respect for the individual.**

**We believe in lifelong learning, continuous improvement, and the development of a workforce capable of sustaining a competitive posture in the global economy.**

**We believe management is a creative, dynamic, and essential process enabling people to achieve personal and organizational objectives.**

**We believe that managerial responsibility is shared among all individuals at all levels of the organization and that leadership is critical to management success.**

**We believe that individuals and organizations have a community and civic responsibility.**